Business Futures 2021
Learning From the Future

Could learning from the future lead to unexplainable strategies?

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> "What do we do when AI is applied to military strategy
> [...] and recommends a course of action that we don't understand?"

Keith Dear, former Wing-Commander,
Britain's Royal Air Force[1]

Even machines make mistakes

As artificial intelligence (AI) increasingly informs business strategy, some leaders worry that they will be unable to explain their decisions to stakeholders—or worse, cede control over those decisions entirely to computers.

Even the most autonomous algorithms need humans to provide contextual understanding, as well as guard against poor judgment and biases.

Why is a company making certain investment decisions?

Why is a prosecutor proposing a particular sentence?

Why is a doctor recommending a specific treatment?

Trust drives adoption

Making AI explainable is not only important in understanding how decisions are made. It is also vital in making sure models are fair and ethical.

Both public and private organizations are developing tools and frameworks to better understand and interpret the predictions made by AI technologies and are looking to invent ways to program ethics into machines.

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